



Safety & Mission Assurance Office

New Employee Orientation

**Amanda Goodson
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S&MA New Employee Orientation

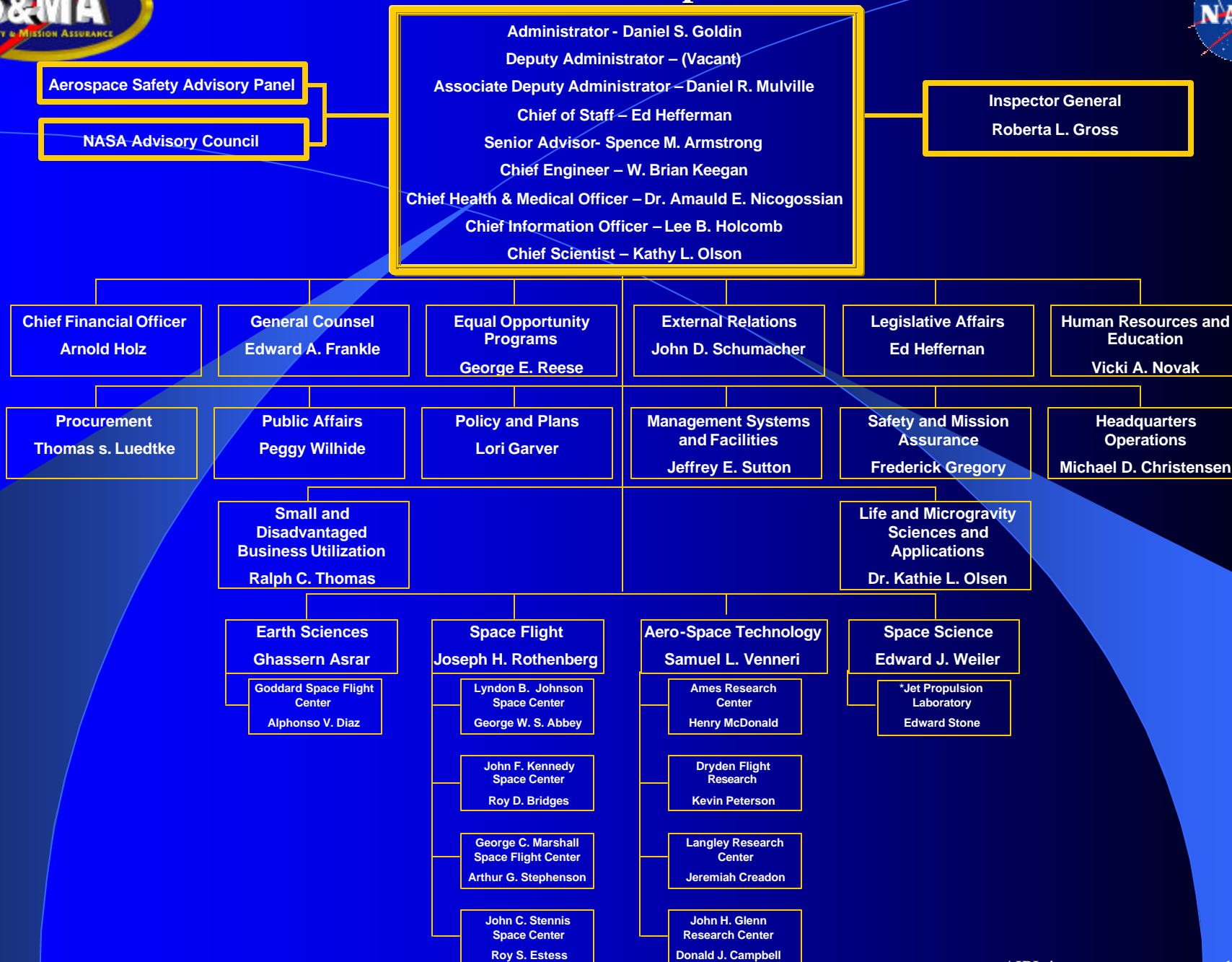
Agenda



- **NASA/MSFC Organization Charts**
- **MSFC S&MA Organization Chart**
- **S&MA Overview**
- **Risk Management**
- **S&MA Revitalization**
- **Radar**
- **Values**



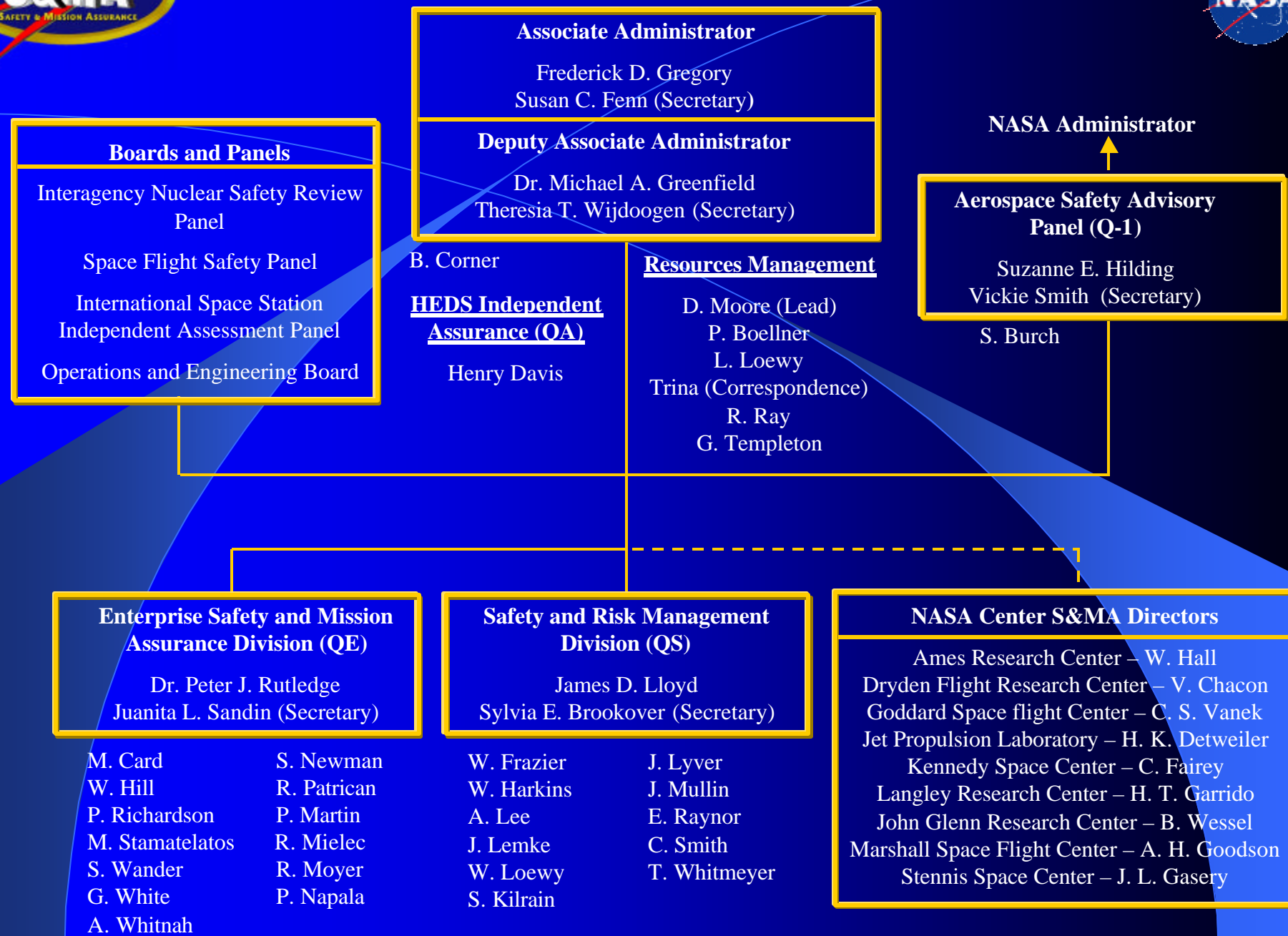
National Aeronautics and Space Administration



*JPL is a contractor-operated facility

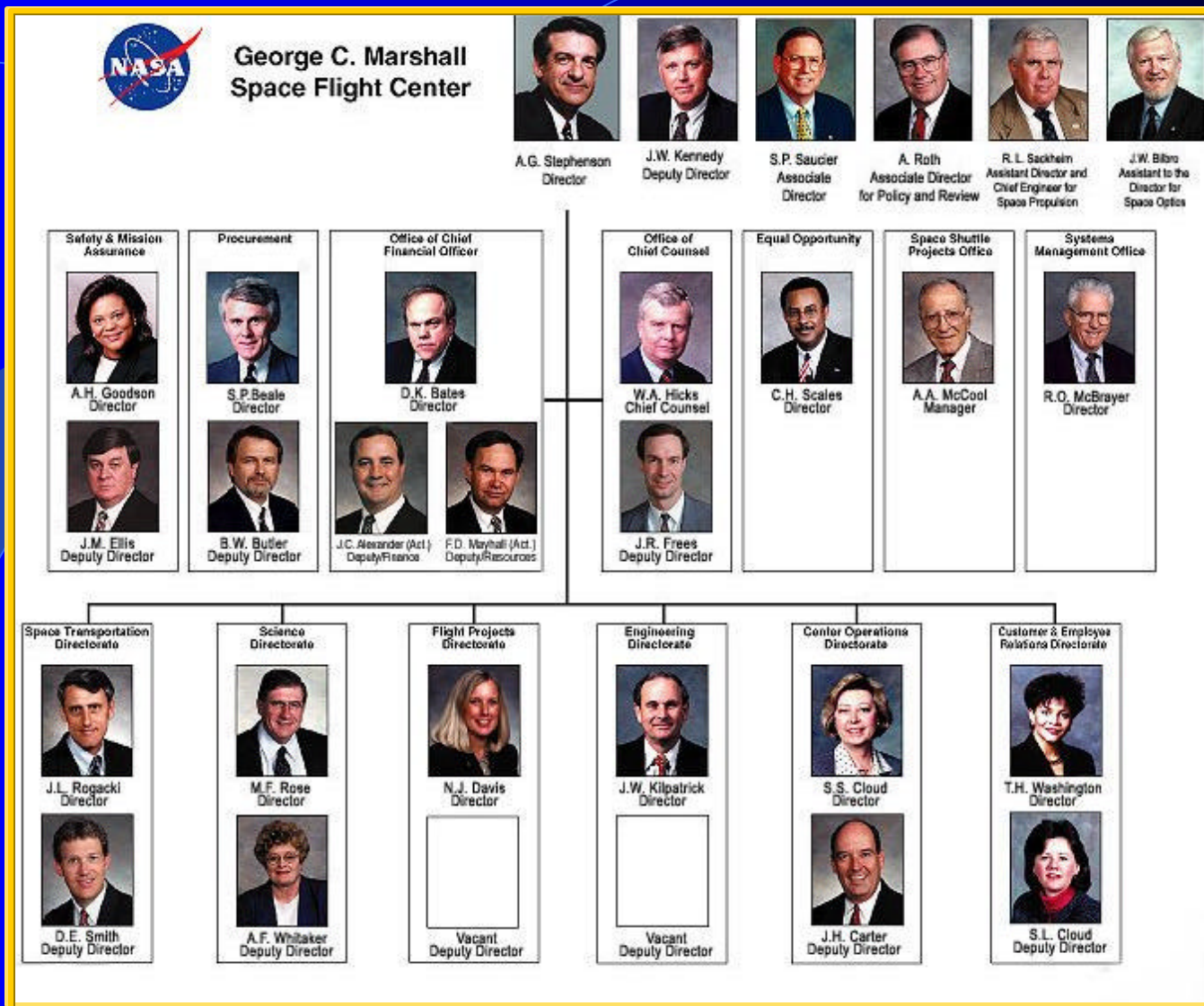


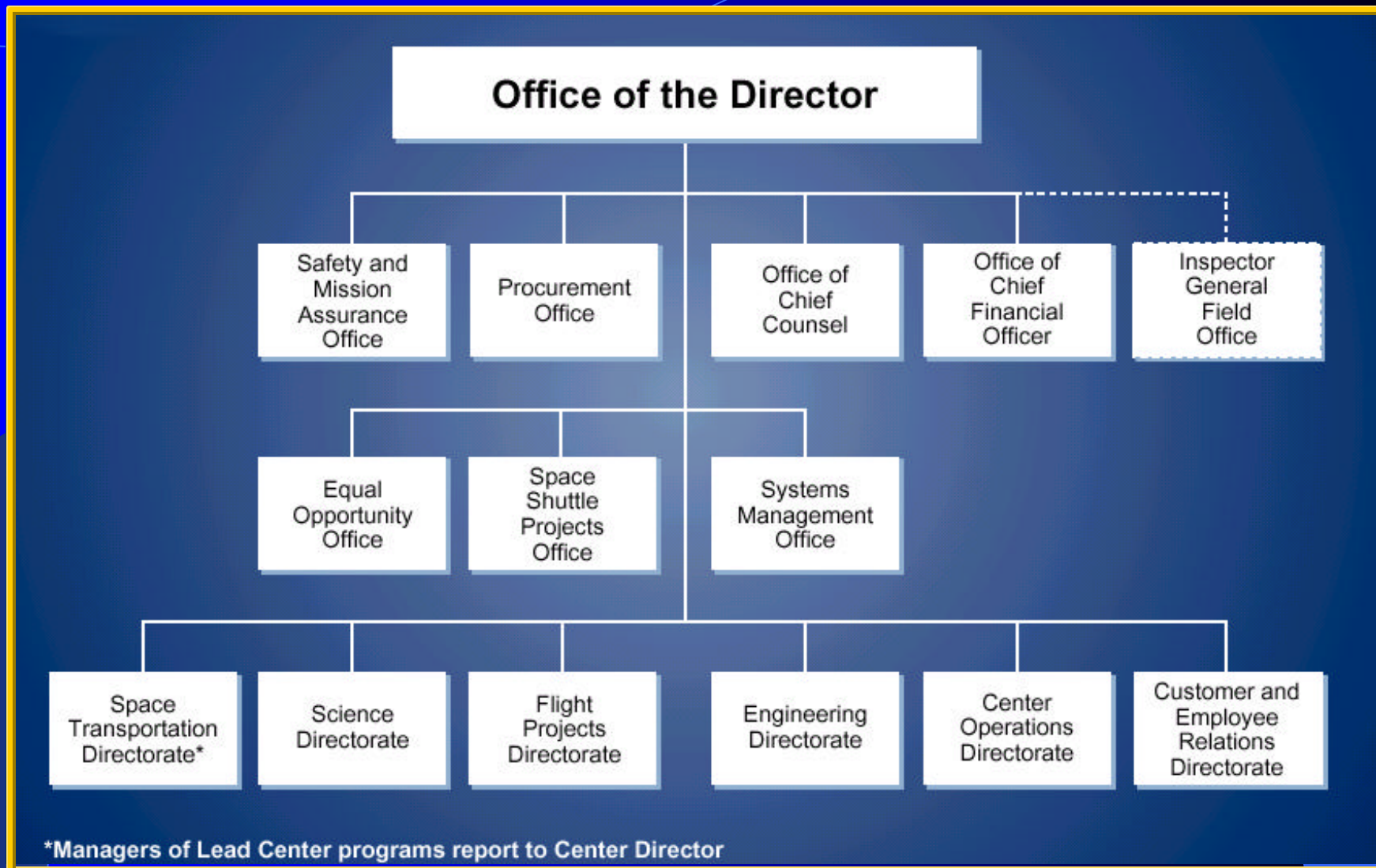
Office of Safety and Mission Assurance (Code Q)





Marshall Space Flight Center (MSFC)







S&MA New Employee Orientation



Safety & Mission Assurance Office – QS01

Director	A.H. Goodson	Supv. AST
ESA	D.A. Yell	
Dep. Director	J.M. Ellis	Supv. AST
MSA	R.C. Grant	
	S.N. Weathers	
Tech. Asst.	C.M. Chesser	AST
Tech. Asst.	J.E. Hatfield	AST

Systems Safety & Reliability & Quality Assurance Department – QS10

Manager	A.H. Goodson (Acting)	Supv. AST
Dep. Mgr.	T.J. Hamm	Supv. AST
MSA	C.S. McDaniel	
TL	S.R. Blair	
	T.M. Christopher	
	D.D. Hill	
	L.G. Lang	
	R.A. Selvage	
	B.W. Wiggins	AST
TL	S.M. Strickland	AST
	J.B. Collins	
	G.S. Mitchell	AST
	T.L. Jones	AST
	P.L. Moore-Hartley	AST
	C.V. Scheuplein	
TL	Vacant	AST
	J.L. Beasley	AST
	M.J. Galuska	AST
	B.T. Robinson	
	3 Vacancies	

Mission Assurance Department – QS20

Manager	D.J. Spacek	Supv. AST
Tech. Asst.	A.L. Clark	AST
MSA	L.R. Houston	

Space Vehicles Assurance Group – QS21

Group Ldr.	Vacancy	AST
MSA	T.A. Lollar	
TL	Vacant	
AST	R.M. Patrick	AST
	K.L. Daniel	
AST	R.W. Johnson, Jr	
	L.A. Kreyfus	AST
	R.P. Rains	
	J.H. Ratcliff	
	C.C. Shepard	
	V.L. Strickland	AST
	N.E. Trentham	AST
	M.R. Whitley	AST
	Vacancy	
AST TL	A.C. Adams	
AST	A.V. Daniels	AST
	F.H. Kroeger (KSC)	AST
TL	R.F. Gladwin	AST
	J.T. Hawkins (MAF)	AST
	R. Mallikarjunan (MAF)	AST
	J.D. Moore (MAF)	AST
SRR.	C.T. Reinecke (MAF)	AST
	A.M. Wilson	AST
TL	T.W. Hartline	AST
	A. Alvarado (WPB)	AST
SRR.	D.H. Haislip (WPB)	AST
	O.L. Lambert (RKDN)	AST
	A.J. Morales (RKDN)	AST
	R.L. Strickland	AST
SRR.	R.A. Williams (RKDN)	AST
TL	D.J. Mullane	AST
	D.B. Bateman (TC)	AST
	J.C. Cianciola	AST
	J. Ito (TC)	AST
SRR.	L.J. Nemecek (TC)	AST
	W.C. Robinson (TC)	AST
TL	A.D. Walker	AST
SRR.	F.E. Anthony (KSC)	AST
	C.E. Hill (KSC)	AST
	R.R. Osterblum (KSC)	AST
	T.S. Reed	
	R.H. Tucker	AST

Space Cargo Assurance Group – QS22

Group Ldr.	Vacancy	AST
MSA	V. Washington (Term)	
TL	Vacant	
	J. Anderson	AST
	H.W. Dean	AST
	C.A. Ise	AST
	P.W. Johnson	AST
	A.K. Layne	AST
	J.C. Pierce	AST
	D.J. Vermillion	AST
	Vacancy	AST
TL	C.K. Cowart	AST
	S.D. Bernier	AST
	C.C. Delano	AST
	M.J. Kim	AST
	A.M. Nowlin	AST
	Vacancy	AST

Industrial Safety Department – QS30

Manager	J.M. Ellis (Acting)	AST
MSA	J.P. Holmes	
TL	D.S. Davis	AST
	A.E. Black	
	K. French	AST
	A.J. Eidson	AST
	V.P. Kulpa	AST
	Vacant	
	J.R. Cobb	
	J.L. Hill	
	P.A. Nash	
	J.W. Milburn	
	L.K. Raby	
	2 Vacancies	

Independent Assessment & Integration Department – QS40

Manager	J.M. Ellis (Acting)	AST
MSA	B.A. Kelso	
Tech. Asst.	R.C. Mize	
Tech. Asst.	F.M. Safie	
TL	Vacant	AST
	L.H. Hediger	AST
	F.L. Hepburn	AST
	D.L. Miller	
	K.B. Warner	
	J.D. Whirley	AST
	W.K. Woods	AST
TL	Judy Guin	
	E.D. Grady	
	J.M. Hall	
	D.C. Hill	
	C.A. Loveday	
	D.G. Miller	
	2 Vacancies	



S&MA New Employee Orientation



Safety & Mission Assurance Office

- Director: A.H. Goodson
- Dep. Dir: J.M. Ellis

QS01

QS10

QS20

QS30

QS40

System Safety, Reliability & Quality Assurance Dept.

- System Safety
- Reliability
- Quality Engineering
- Risk Management Process/Trg
- Reliability and Risk Assessment
- Software Quality
- Inspections/Testing/Audits
- FMEA/CIL
- HA, FTA, PRA
- Limited Life
- Pyrotechnics
- Configuration Management
- Flight Certification/Verification

Mission Assurance Dept.

For Shuttle, X-Vehicles, Payloads, and Science

- System Safety
- Risk Management Implementation
- CoFR/PAR
- RMO
- In-House Manufacturing/Test
- Out-of-Family Assessments
- DD250 Acceptance
- NSRS
- Test Activities
- DCMA CAS
- Hazard Analysis
- Hardware Qualification
- Problem Reporting/Audits and Surveys

Industrial Safety Dept.

- Mishap Reporting
- VPP
- SHE
- GIDEP/ALERTS
- SCRS
- Lessons Learned
- PEP
- OSHA Inspections/Compliance
- Cranes
- Lockout/Tagout
- Calibration
- Safety Communication/Awareness
- Certification
- Contractor Assessments

Independent Assessment & Integration Dept.

- ISO 9000
- Info Sys (i.e. Radar, Action Tracking)
- AOA & PV Interface
- PRACA System
- Budge/Workforce
- Personnel/Administration
- COTR
- Audits (i.e. BOA, NEQA)
- HEDS IA
- Internal S&MA Assessments
- Special Projects
- Workman's Compensation
- Travel
- Awards
- Logistics
- Continuous Improvement



S&MA New Employee Orientation

What S&MA does for MSFC projects



Concept

Develop & define S&MA requirements, allocate & plan resources, perform trade studies



Prototype

Preliminary Hazard Analysis, Failure Modes & Effects Analysis (FMEA), and System Requirements Review (SRR)



Design, Development, & Qualification

Hazard Analysis, FMEA, Critical Items List (CIL), PDR, CDR, Limited Life Items (LLI), Quality inspections, ALERTs, Problem Reporting/Corrective Actions, Test Monitoring, Probabilistic Risk Assessment, Verification, Independent Assessment, Audits, MRB, Manufacturing surveillance



Flight Readiness

Pre-launch assessment reviews (PAR), Flight Readiness Reviews (FRR), Certification of Flight Readiness (CoFR), Configuration Audits



Launch

KSC MMT Support
HOSC Console Support
Contingency Teams



Mission

Payload and ISS operations console support



Post-mission

Data analysis, hardware evaluation



Refurbishment

Flight Readiness



S&MA New Employee Orientation



What S&MA does for the Center



Industrial Safety Program

Facility & test safety, training & safety Awareness, ASI & VPP initiatives, OSHA compliance, job hazards analysis, safety reporting systems, emergency preparedness, mishap investigation & record keeping, Lessons Learned System, SHE Committees, personnel safety certifications, critical lift monitoring, program critical hardware moves, Explosives safety, Workers Compensation



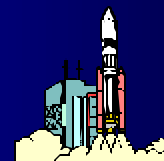
Risk Management

PRACA and ALERT coordination, RM training & awareness, risk analyses, RM plan development, Guidance, and assistance



ISO 9000

Center lead organization, Manage & perform internal Audits, coordinate and participate in external audits



Space Flight Awareness

Center administration



Independent Assessment

Assessment audits for ISS and SSP

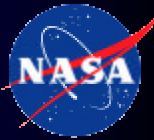


MSFC Payload Readiness Review Board

Senior management review of all payloads.



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RISK MANAGEMENT

- Safety, cost, schedule and performance *risks must be managed*
- NASA Policy Guideline 7120.5A, "NASA Program/Project Management Processes and Requirements," *requires risk management planning* and implementation beginning in the formulation phase and continuing throughout the life cycle
- Most current practice in risk management tends to be *ad hoc*, and often the process is weakly structured
- The Safety and Mission Assurance community has taken a leadership role as risk management consultants to program/project managers
- *A Risk Management Plan is required (tailored)*



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RISK MANAGEMENT

- Risk Management (RM) is one of the seven major themes of the new NPG 7120.5A
- This emphasis on RM can mean better program/project (P/P) management by mitigating problems which have been foreseen as risks
- New NASA FAR Supplement requires RM in acquisition (RBAM)
- RM can help managers bring projects in safely and on or under cost and schedule - better, faster, cheaper, and safer



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RISK MANAGEMENT

- WHAT IS RISK?
 - RISK is the probability (expressed qualitatively or quantitatively) that a program or project will experience undesired consequences in the following areas:
 - a. Performance
 - b. Technology
 - c. Safety
 - d. Cost
 - e. Schedule



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RISK MANAGEMENT

- WHAT IS RISK MANAGEMENT?
 - RM, through its organized and systematic decision-making process, efficiently identifies risks, assesses their impact, and effectively reduces or eliminates them
 - RM is a critical aspect of management and is key to achieving program/project goals
 - RM *begins in the formulation phase* with development of a plan and *continues throughout the product/project life cycle* through the disposition and tracking of risks



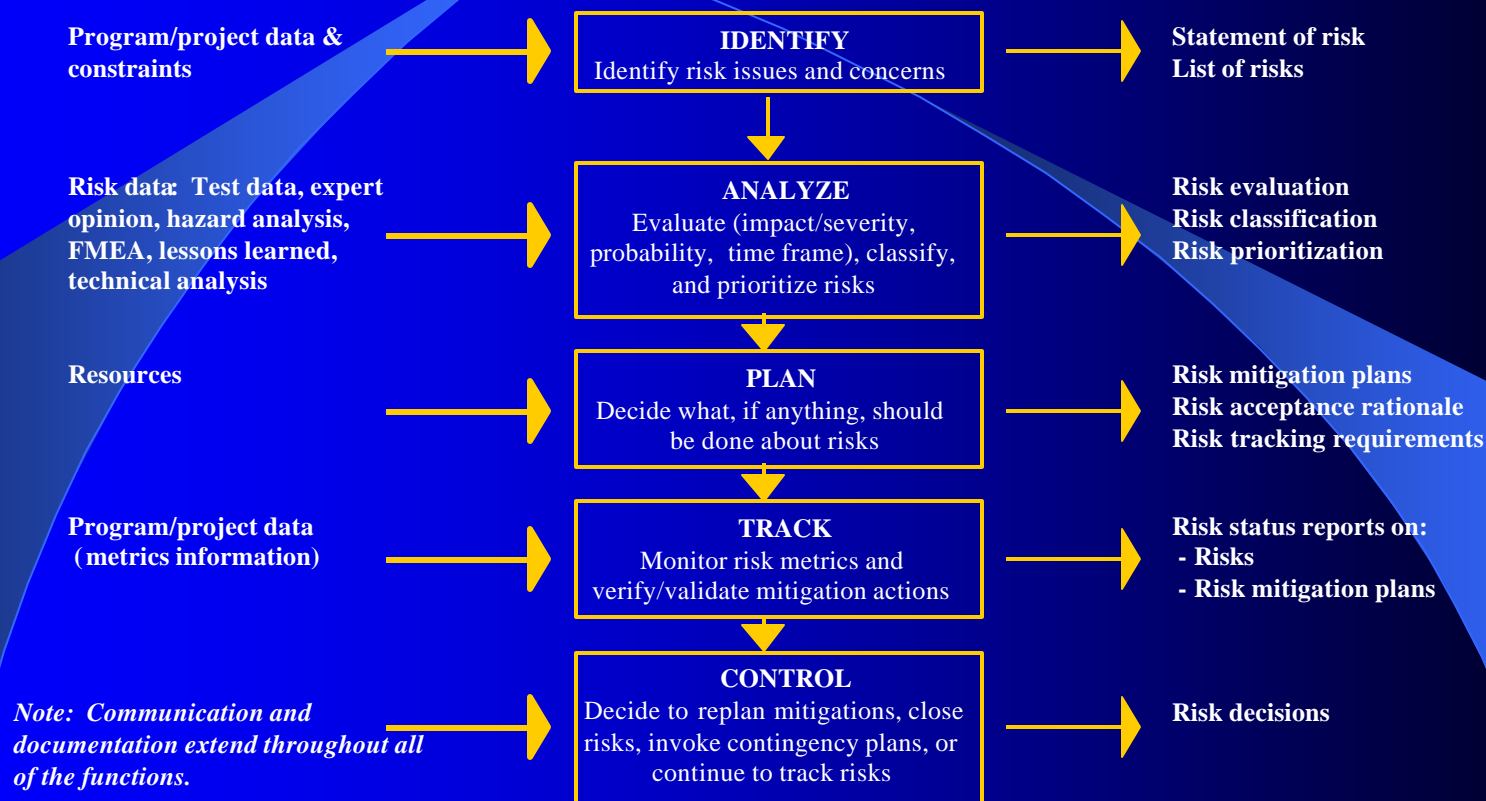
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RISK MANAGEMENT

RM PROCESS



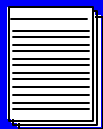


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RISK MANAGEMENT METHODS AND TOOLS



Risk Management Plan

A Risk Management Plan documents how risks will be managed on a project: the process, activities, milestones, and responsibilities

associated with risk management. It is a subset of the project plan and is written before the project begins.

Control

- Cause and Effect Analysis
- Closing a Risk
- Cost-Benefit Analysis
- List Reduction
- Mitigation Status Report
- Multivoting
- PERT Chart
- Problem-Solving Planning
- Risk Information Sheet
- Spreadsheet Risk Tracking
- Stoplight Chart
- Project Metrics

Identify

- Baseline Identification and Analysis
- Brainstorming
- Periodic Risk Reporting
- Project Profile Questions
- Risk Form
- Risk Information Sheet
- Short TBQ
- Taxonomy-Based Questionnaire (TBQ)
- TBQ Interviews
- Voluntary Reporting
- Project Metrics
- FMEA
- FTA

Track

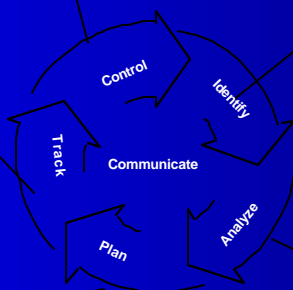
- Bar Graph
- Mitigation Status Report
- Risk Information Sheet
- Spreadsheet Risk Tracking
- Stoplight Chart
- Time Correlation Chart
- Time Graph
- Project Metrics
- SPC

Plan

- Action Item List
- Baseline Planning
- Planning Decision Flowchart
- Planning Worksheet
- Problem-Solving Planning
 - Affinity Grouping
 - Brainstorming
 - Cause and Effect Analysis
 - Cost-Benefit Analysis
 - Gantt Charts
 - Goal-Question-Measure
 - Interrelationship Digraph
 - List Reduction
 - Multivoting
 - PERT Chart
 - Work Breakdown Structure
- Risk Information Sheet
- WCA

Analyze

- Affinity Grouping
- Bar Graph
- Baseline Identification and Analysis
- Binary Attribute Evaluation
- Comparison Risk Ranking
- Multivoting
- Pareto Top N
- Potential Top N
- Risk Form
- Risk Information Sheet
- Taxonomy Classification
- Top 5
- Tri-level Attribute Evaluation
- FMEA
- FTA





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Objectives of S&MA Revitalization



- **Provide an appropriate level of visibility for MSFC Industrial Safety Program**
- **Streamline S&MA project-service organizations for greater resource flexibility and improved management efficiency.**
- **Improve S&MA technical depth over time by establishing an organization for discipline experts in quality assurance, systems safety, risk management, and reliability.**
- **Incorporate an S&MA integration function to establish performance metrics, improve customer service, and increase the efficiency of the S&MA office.**
- **Create a platform for excellence by developing a plan for strategic leadership that incorporates MSFC values and the goals of our customers.**
- **Develop and adopt a path to excellence, based in MSFC values and leadership.**



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Elements of S&MA Revitalization



- **Revitalization Plan includes three major elements:**

- **Reorganization**
- **Strategic Plan**
- **Additional Resources**

No single element can produce the results our stakeholders require!



- **Shortage of personnel a major issue**

Validated in stakeholder interviews, Red Team analysis, EMS session, and CWC process.

- **New leadership model essential**

Improved communication, integration, management, and metrics.

- **Technical depth will require time**

Requires personnel development and an improved understanding of customer needs.



S&MA New Employee Orientation



EXCELLENCE



Leadership

Service

~
*Employ
World-class
people,
products
and
processes*
~
*Work
smarter.*

Coaching & Mentoring

~
*Develop
new leaders.*
~
*Make the
best possible
use of the
resources
we have.*

Technical Depth

~
*Build
stronger
partnerships
with our
customers.*
~
*Shift
emphasis
from paper
to products.*

Strategy

~
*Align goals
with
customer
objectives.*
~
*Emphasize
Strategic
thinking.*

Influence

~
*Think
Win-Win*
~
*Assume
an Advisor
vs.
an Enforcer
role*

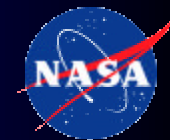
Marshall Values

People Customers Excellence Teamwork Innovation



S&MA New Employee Orientation

Management Expectations Matrix



Defines expectations of new S&MA managers based on MSFC core values

		MSFC Core Values				
		People	Customers	Excellence	Teamwork	Innovation
"Turn to Excellence"	Superior	Exceptional degree of creativity with customers, management, peers, and employees. Responds positively and professionally in all interactions.	Adept at finding solutions that satisfy customer needs without sacrificing organizational goals. Demonstrates "Win/Win" thinking in customer relations.	Maintains a personal and professional philosophy consistent with organizational goals and the highest ethical standards.	Exhibits a strong commitment to the development of a world-class workforce. Assures appropriate development opportunities are made available to all employees.	Demonstrates commitment to being a change-agent for improving the way we do business.
		Demonstrates exceptional writing, presentation, verbal, and listening skills in all stakeholder interactions.	All customer interactions are handled with the highest degree of professionalism, even under adverse circumstances. Excellent reputation with all stakeholders.	Consistently strives to set the best possible example of positive and effective leadership for employees and stakeholders.	Highly effective at developing clear goals, aligned with both strategic objectives and departmental functions. Able to align others behind organizational goals.	Adept at targeting and implementing changes within their sphere of influence to improve departmental performance.
		All communications demonstrate the highest level of personal and professional integrity. Says what is meant and means what is said. Is honest and forthright, and always respectful. Walks the talk.	Is sought out as a trusted advisor, by both customers and employees.	Exhibits the highest degree of business acumen, professionalism, and alignment with SBMA strategic goals.	Demonstrates a commitment to providing the necessary tools and resources and to assist the team to perform at the highest possible level.	Provides focus for employees and acts as an advocate for the organization during times of great change.
	Outstanding	Vigilant involved in safety activities, providing meaningful safety metrics and incentives, and being personally accountable for safety issues.	Facilitates customers and employees in developing mutually-satisfying relationships.	Takes personal responsibility for organizational performance by providing clear goals, adequate resources and tools, and meaningful performance metrics.	Demonstrates exceptional skill in recognizing personal strengths and limitations and matching the right person with the right job. Communicates and advises effectively without micro-managing.	Demonstrates a commitment to innovation and creativity by being flexible, adaptive, and by creating an environment where employees may safely discuss shortcomings of the status quo.
		Is personally and actively involved in assuring a safe workplace and works to build employee support of safety initiatives.	Consistently seeks ways to provide customer satisfaction without sacrificing organizational goals.	Demonstrates a strong desire for personal and professional excellence and growth and seeks to develop others.	Serves as management coach for team activities, as team advocate to customers and stakeholders, and as management advisor and mentor to team members.	Is able to gain the resources and support required to effectively implement change.
		Accepts personal responsibility for establishing appropriate and effective mechanisms for communicating with stakeholders. Creates an environment that fosters communication. Responds to issues raised by all stakeholders.	Takes a visible role in establishing communication and feedback mechanisms for customers.	Demonstrates the ability to get things done regardless of external circumstances. Performs at a consistently superior level, even under pressure.	Constantly strives to develop team talents and improves performance. Motivates and inspires others to contribute and perform.	Demonstrates an interest in effectively using information, data, and metrics to identify opportunities for change and exhibits the ability to effectively manage the change process.
Basic Requirements	Very Good	Interactions with others consistently demonstrate an ability to understand and balance stakeholder needs.	Effectively draws on the experience of SBMA discipline experts to address customer requests and concerns.	Demonstrates a personal interest in and aptitude for performing their work.	Attends significance and focus to team goals and activities.	Demonstrates forward thinking through visible involvement in developing proactive solutions to departmental problems.
		Accepts personal responsibility for meeting established safety objectives. Constantly demonstrates a desire to understand and balance stakeholder needs. Communications demonstrate honesty, tact, and insight. Communications are relevant, concise, and clear.	Takes personal responsibility for gathering customer feedback. Demonstrates an understanding of customer concerns. Communicates regularly with customers.	Exercises diplomacy in interactions with others: thinks before acting, speaking. Demonstrates an excellent working knowledge of leadership principles. Exercises restraint in interactions with others: thinks before acting, speaking.	Accepts personal responsibility for team performance. Serves as an example of teamwork and cooperation. Adds significance and focus to team activities.	Empowers employees to think proactively and encourages positive change. Demonstrates an understanding of the change process. Constantly questions the status quo while continuing to support organizational goals.
	Good	Understands and supports MSFC safety goals. Assures safety meetings and walk-through are held and that appropriate corrective actions are taken in a timely manner.	Demonstrates an appreciation for both customer needs and SBMA objectives in all customer interactions.	Demonstrates self-confidence, solid work ethics, and an ability to understand and work effectively with others.	Demonstrates the willingness and ability to work as a team member, as well as a leader, when necessary.	Serves as a positive example during times of change.
		Demonstrates basic proficiency in writing, verbal, listening, and presentation skills. Routinely communicates with GSN regarding off nominal activities, status, and other issues of interest to management. Holds regular staff meetings for employees. Communicates routinely with other stakeholders.	Demonstrates a strong desire to contribute, both to the SBMA organization and to our customers. Demonstrates responsiveness to customer requests.	Continually strives to develop, both personally and professionally and exhibits a professional and personal integrity. Demonstrates a willingness to support GS objectives.	Influences through leadership, rather than authority. Demonstrates a higher level of concern with responsibilities than with authority.	Demonstrates a commitment to making a difference. Sees problems as opportunities.



S&MA New Employee Orientation

Management Expectations Matrix

Expectations for 'Superior' Performance - Managers

People	Customers	Excellence	Teamwork	Innovation
Exceptional degree of credibility with customers, management, peers, and employees. Responds positively and professionally in all interactions.	Adept at finding solutions that satisfy customer needs without sacrificing organizational goals. Demonstrates "Win-Win" thinking in customer relations.	Maintains a personal and professional philosophy consistent with organizational goals and the highest ethical standards.	Exhibits a strong commitment to the development of a world-class workforce. Assures appropriate development opportunities are made available to all employees.	Demonstrates commitment to being a change-agent for improving the way we do business.
Demonstrates exceptional writing, presentation, verbal, and listening skills in all stakeholder interactions.	All customer interactions are handled with the highest degree of professionalism, even under adverse circumstances. Excellent reputation with all stakeholders.	Consistently strives to set the best possible example of positive and effective leadership for employees and stakeholders.	Highly effective at developing clear goals, aligned with both strategic objectives and departmental functions. Able to align others behind organizational goals.	Adept at targeting and implementing changes within their sphere of influence to improve departmental performance.
Visibly involved in safety activities, providing meaningful safety metrics and incentives, and being personally accountable for safety issues.	Is sought out as a trusted advisor, by both customers and employees.	Exhibits the highest degree of business acumen, professionalism, and alignment with S&MA strategic goals.	Demonstrates a commitment to providing the necessary tools and resources and to assist the team to perform at the highest possible level.	Provides focus for employees and acts as an advocate for the organization during times of great change.
Visibly involved in safety activities, providing meaningful safety metrics and incentives, and being personally accountable for safety issues.	Facilitates customers and employees in developing mutually-satisfying relationships.	Takes personal responsibility for organizational performance by providing clear goals, adequate resources and tools, and meaningful performance metrics.	Maintains a personal and professional philosophy consistent with organizational goals and the highest ethical standards.	Demonstrates a commitment to innovation and creativity by being flexible, adaptive, and by creating an environment where employees may safely discuss shortcomings of the status quo.



S&MA New Employee Orientation

Management Support Assistants (MSA) Expectations



Our MSA's are recognized as an integral part of our organization. They, too, use the Marshall Values as the foundation of their service with NASA.

Customers

- They are *Flexible and Honest*
- They communicate *Friendliness*
- They can handle *Multi-Tasks*
- They take *Ownership*
- They are *Conscientious*

Teamwork

- They *Work Together* well
- They are recognized as *Team Players*
- They keep their organization *On Track*
- They are the *Bridge Between Other Organizations*
- They have *Positive Attitudes*

People

- They have *People Skills*
- They are *Listeners*
- They can handle *Multi-Tasks*
- They are *Considerate*
- They are *Communicators*

Excellence

- They produce *Quality Work*
- They are *Professional*
- They take *Initiatives*
- They are *Organized*
- They exceed *100% Effort*

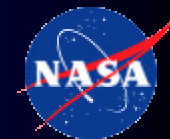
Innovation

- They seek out *Challenges*
- They *Anticipate Changes*
- They seek *Improvement*
- They work to *Make Things Happen*



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S&MA Products Matrix



PROJECT	POC	ORG	Project Plan			S&MA Plan			Risk Mgt. Plan			Hazard Analysis			FTA			FMEA			PRA		
			not required	complete	in work	not required	complete	in work	not required	complete	in work	not required	complete	in work	not required	complete	in work	not required	complete	in work	not required	complete	in work
Biotechnology Carriers (BIC) includes STES, TES, DCAM, PCAM, and VDA	Kim	QS30			X 01/01			X 03/01			X 03/01		X				X 03/01	X			X		
BUNDLE	Bernier	QS30			X 01/01			X 03/01			X 03/01			X 03/01			TBD 01/01			TBD 01/01			TBD 01/01
CSS	Bernier	QS30			X 03/01			X 05/01			X 05/01			X 05/01			TBD 03/01			TBD 03/01			TBD 03/01
DCPCG	Kim	QS30		X				X 01/01			X 04/01			X 04/01			X 04/01	X			X		
Delta L	Kim	QS30		X				X 05/01			X 05/01			X 05/01	X			X			X		
ECLSS/OGS	Anderson	QS30		X			X			X			X				TBD 06/01		X		X		
ECLSS/VCD-FE	Anderson	QS30		X			X			X			X		X			X			X		
ECLSS/WRS	Anderson	QS30		X			X			X			X				TBD 06/01		X		X		
EDSE	Bernier	QS30			X 02/01			X 04/01			X 04/01			X 04/01			TBD 04/01			TBD 04/01			TBD 04/01
EGN	Kim	QS30		X				X 04/01			X		X		X			X			X		
ET	Gladwin	QS20		X			X			X			X			X		X				X	
Express Pallet	Layne	QS30		X			X				X 02/01		X				X 03/01		X		X		
Express Rack	Layne	QS30		X			X			X			X				X 03/01		X		X		



S&MA New Employee Orientation

“Radar”



Activities

POC		ACTIVITY	QS01	QS10	QS20	QS30	S & MA SUPPORT CONTRACTORS
QS01	Ellis	S & MA COTR	YELLOW 1	GREEN	GREEN	GREEN	GREEN
QS01	Goodson	Safety Audits/Walk Throughs	GREEN	GREEN	GREEN	GREEN	GREEN
QS01	Grady	CAITS	GREEN	GREEN	GREEN	GREEN	GREEN
QS01	Guin	Budget / Workforce (CWC'S)	GREEN / WC 1	GREEN	GREEN	GREEN	GREEN
QS01	Hall	Logistics	GREEN / WC 1	GREEN	GREEN	GREEN	GREEN
QS01	Hall	Travel	GREEN	GREEN	GREEN	GREEN	GREEN

Projects

POC		PROJECT		TECHNICAL ISSUES	MANAGEMENT	SCHEDULE	RESOURCES	S & MA DELIVERABLES	OTHER
QS20	Adams	Shuttle Integration	URL	GREEN / WC 1	GREEN	GREEN	YELLOW 1	GREEN	GREEN
QS20	Daniel	ISTAR	URL	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN
QS20	Gladwin	ET	URL	YELLOW 2	GREEN	GREEN	GREEN	GREEN	GREEN
QS20	Hartline	SSME	URL	YELLOW 1	GREEN	GREEN	GREEN / WC 1	GREEN	GREEN
QS20	Kreynus	CRV	URL	GREEN	GREEN / WC 1	GREEN	GREEN	GREEN	GREEN
QS20	Kreynus	X-38	URL	YELLOW 1	YELLOW 1	GREEN	GREEN	GREEN	GREEN

SAMPLE Activities and Projects Matrices



S&MA New Employee Orientation



**In S&MA We Create our Future by..... Keeping our
Core Values in Focus and**

**Always Striving for
Excellence**

**Understanding our
Customers'
Needs**

**Embracing
Teamwork
& Partnering**

**Selecting & Training
our People**

**Providing an
environment for
Innovation
& creativity**

**Safety
& Mission Success
are our Top Priorities**

**Establishing a Mindset, Attitude, and
Culture for Excellence**